

U.S. DEPARTMENT *of* STATE

INR 2025 Strategic Plan



Bureau of Intelligence and Research

INR



INTELLIGENCE EMPOWERING DIPLOMACY

Strategic Context

We are at a pivotal moment in history. China, Russia and other nations are seeking to upend the rules-based international order that has promoted peace, prosperity, and human rights for people around the world. Meanwhile, the threat environment is growing more complex, diverse, and interconnected, all fueled by a technological revolution. We face unprecedented challenges, but also immense opportunity.

In this environment, the twin roles of intelligence and diplomacy will be vital in shaping a future that advances democratic values and creates a safer, more peaceful, and more prosperous world. As the only U.S. intelligence organization that operates at the intersection of intelligence and diplomacy, the Bureau of Intelligence and Research (INR) is committed to empowering U.S. diplomats with the intelligence, information, and support they need to advance U.S. foreign policy. The INR 2025 Strategic Plan provides a vision and roadmap to achieve these goals.

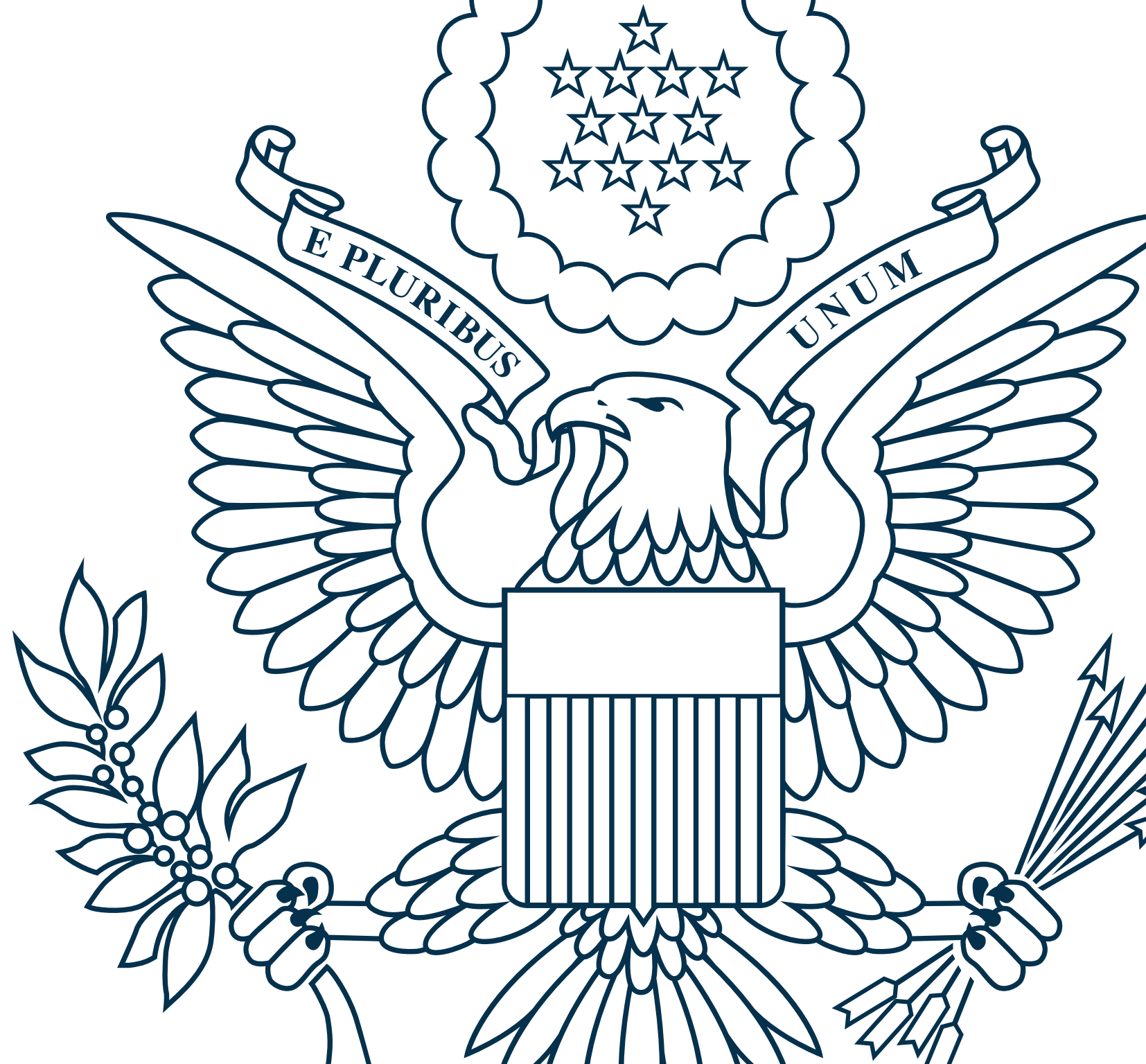
At INR, we are on a mission to deliver and coordinate timely, objective intelligence and analysis that advances U.S. diplomacy. To deliver on this mission, we will redefine how intelligence supports diplomacy by providing strategic, expert-informed, value-added insights to inform foreign policy and national security decisions. We will use open-source information in innovative ways to deliver our products and services to more U.S. diplomats worldwide. We will strengthen U.S. alliances by investing in new foreign partnerships. We will undertake a digital transformation to modernize our technology, strengthen cybersecurity, and put technology at the center of our strategy. We will invest in our people and diversify our workforce to ensure we have the skills, expertise, and diversity of backgrounds and experiences that are critical to national security. And we will institutionalize management best practices into how we work to strengthen INR's foundation for the future.

For 76 years, INR's legacy has been defined by deep expertise, independence, and speaking truth to power. The 2025 Strategic Plan builds on this legacy and prepares INR to help advance American diplomacy moving forward.



Brett M. Holmgren

Assistant Secretary
Bureau of Intelligence and Research
Department of State



As both a bureau in the Department of State and a member of the Intelligence Community, **the Bureau of Intelligence and Research (INR) is the only U.S. intelligence organization whose primary responsibility is to provide intelligence to inform diplomacy and support U.S. diplomats.** INR is also the United States' oldest civilian intelligence agency. Created in 1945, when the Research and Analysis branch of the Office of Strategic Services (OSS) was transferred to the Department of State, **INR has carried on the OSS legacy of deep expertise, independence, and speaking truth to power.**

About

INR



INR

INR executes on its responsibilities by providing all-source intelligence analysis and information to the Secretary of State, U.S. diplomats, other Department of State policymakers, and senior U.S. policymakers throughout the government. We are modernizing the delivery of intelligence to stakeholders by leveraging innovative technologies and data science to get information securely in the hands of U.S. diplomats and others who need it, when and where they need it.

Our Mission

Deliver and coordinate timely, objective intelligence that advances U.S. diplomacy

Our Vision

Intelligence empowering diplomacy

Our Purpose

Delivering timely and objective intelligence advances U.S. diplomacy and safeguards peace and prosperity for the American people

Core Values

Independence: We will provide unbiased, objective intelligence

Integrity: We will uphold the highest ethical standards in our conduct and ensure our actions reflect positively on the Department of State and the Intelligence Community

Teamwork: We will work as one team, united in pursuit of a common goal

Expertise: We will provide expert-informed, value-added insights

Agility: We will continually learn and adapt quickly to meet evolving threats and challenges

Innovation: We will embed creativity and innovation into how we work

Inclusivity: We will foster an open, accepting, and inclusive environment for all

Strategic Goal

1

Elevate Strategic Analysis and Redefine Intelligence Support to Diplomacy

We will redefine how INR provides intelligence support by shifting from a reactive to proactive posture to inform and enable diplomatic initiatives. INR will deliver more strategic assessments and provide long-range indications and warning on threats and opportunities.



Implement a new analytic planning and production process that prioritizes strategic analysis.

Integrate environment, science, technology, and health issues within INR to optimize resources and knowledge and drive production

Strengthen alliances with international partners by **creating a Foreign Partnerships Unit**.

Update and standardize INR's **brand** with its **core products** and services.

Create an Open Source Coordination Unit to equip our workforce with open source tools, products, and resources to drive strategic analysis and support.

Expand and enhance **oversight** of intelligence operations and programs with impact assessments and analysis.



Strategic Goal



Undertake a Digital Transformation

To better serve our customers and workforce, we will make technology central to INR's future. We will reinvent how we use technology to drive mission and business imperatives and transform our digital enterprise.



Migrate the Top Secret / Sensitive Compartmented Information (TS/SCI) environment **to the cloud**.

Enhance and standardize INR's online content management and distribution platform **across all domains**.

Enable seamless and secure movement of data across domains.

Integrate DevSecOps into the development and sustainment lifecycle.

Redesign mission and business processes to better leverage business capabilities and technology innovation.

Modernize the network infrastructure and rearchitect classified computing environments for the field to be more modern, flexible, accessible, and secure.

Devise a mobile strategy and **develop mobile capabilities** to improve support to diplomats worldwide.

Create a technology governance board to inform mission-driven IT investment decisions.

Implement human-centered, design-focused project management capability and agile delivery processes.



Strategic Goal

3

Strengthen Cybersecurity

As the owner and operator of INRISS, we will strengthen how we safeguard and defend the Department of State's TS/SCI fabric.



Establish effective governance and update policies, standards, and procedures to **manage cyber risk throughout the enterprise.**

Deploy real-time, threat based, automated security functions that continuously monitor and defend the TS/SCI network.

Improve cybersecurity awareness throughout INR and the TS/SCI user community.

Develop a cybersecurity strategy and improvement roadmap to continuously mature capabilities.



Strategic Goal

4

Invest in a Diverse and Talented Workforce

INR will invest in a diverse and highly skilled workforce that advances our mission and evolves to meet future challenges. We will hold managers accountable for creating an open and inclusive environment.



Implement recruitment and hiring practices that attract a diverse talent pool.

Foster and sustain a culture of inclusion and use data to drive accountability.

Address global power competition and Environment, Science, Technology, and Health issues through tailored recruitment and training to expand INR's capabilities.

Promote diverse leadership teams.



Strategic Goal

5

Cultivate a Well-Managed, Resilient Enterprise

We will execute the fundamentals extraordinarily well. We will incorporate management best practices into INR operations using data analytics and risk management and enhance transparency with the public.



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